



# MINUTES for Regular Board Meeting January 4<sup>th</sup>, 2023

Meeting Logistics:  
01/04/2023 7:30am Mountain Time

Location:  
Zoom Meeting  
<https://zoom.us/j/8256677745>  
Meeting ID: 825 667 7745

## ATTENDEES

### Presiding Officer:

Carson Rivers – **Chair**

### Board Member Attendees:

Rohan Shahani – **Vice Chair**  
 Korey Hampton – **Secretary**  
 Erik Marter – **Treasurer**

Bahman Azarm – **Member**  
 Keith Jacobs – **Member**  
 Connor James – **Member**  
**Joined at 8:16am**

Jason Ong – **Member**  
 Billy Simpson – **Member**  
 Bill Zimmermann – **Executive Director**

### Quorum?

Yes  
 No

### Guests:

Leslie Sohl  
Alicia Bourke  
Ryan Olson  
Melissa Webb  
Heather Brooks  
Lauren Stover

Meeting called to order at 7:34 AM Mountain Time by Carson Rivers.

### **Welcome Guests & Housekeeping** (Carson)

### **Reading of the ACCT Mission Statement** (Billy)

The Association for Challenge Course Technology (ACCT) establishes and promotes the standard of care and measure of excellence that defines professional practice and effective challenge course programs. ACCT develops, refines, and publishes standards for installing, maintaining, and managing challenge courses; provides forums for education and professional development; and advocates for the challenge course and adventure industry.

### **Reading of the ACCT Anti-Trust Statement** (Billy)

It is the policy of the Association for Challenge Course Technology, and it is the responsibility of every Association member company, to comply in all respects with federal and state antitrust laws. No activity or discussion at any Association meeting or other function may be engaged in for the purpose of bringing about any understanding or agreement among members to:

- (a) raise, lower, or stabilize prices;
- (b) regulate production;
- (c) allocate markets;
- (d) encourage boycotts;



- (e) foster unfair trade practices;
- (f) assist monopolization, or
- (g) in any way violate federal or State antitrust laws.

Any questions regarding the meaning or applicability of this policy, as well as any concerns regarding activities or discussions at Association meetings, should be promptly brought to the attention of the Association Executive Director or the Chair of the Board of Directors.

#### Approval of Agenda (Carson)

<b>Motion:</b>	Review and approve the meeting agenda
<b>Made by:</b>	Keith
<b>Seconded by:</b>	Billy
<b>Discussion:</b>	A request was made to move the inclusion proposal item earlier in the agenda. Another request was made to delay the approval of the strategic plan.
<b>Vote:</b>	In Favor – N/A Opposed - 0 Abstaining – 0
<b>Motion Carries:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

#### Approval of Previous Meeting Minutes (Carson & Korey)

<b>Motion:</b>	Approve minutes from meeting held December 21 <sup>st</sup> , 2022.
<b>Made by:</b>	Keith
<b>Seconded by:</b>	Jason
<b>Discussion:</b>	None.
<b>Vote:</b>	In Favor – N/A Opposed – 0 Abstaining – 0
<b>Motion Carries:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

#### Executive Director Report (Bill)

- State of CO has a new family leave insurance program, which is similar to the FMLA. Bill has setup the CO employees in the plan, which goes into effect 1/24.
- Critical link nominations process and runoff is complete. Bill will order awards.
- Novi transition is still underway; membership data is being moved over.

#### Treasurer's Report (Erik)

- Working on wrapping up end of the year financials.
- Cash flow looks good because of Conference numbers and incoming funds.
- Working on wrapping up November financials. Q3 begins soon.

#### 2023 Conference (Melissa & Carson)

- General Updates:
  - Interest in tier sponsorship is ongoing.



- Melissa is working out some AV challenges.
- We are partnering with the Oregon Food Bank for a 'Pay it Forward Campaign'
- Order of Events & Board Member Involvement
  - BOD responsibilities:
    - Two-day face-to-face meeting
    - Board Staff dinner
    - Thank You Meeting with Yellow Hats
    - Leadership social
    - Service crew social
    - Dialogue with Board Leadership
    - AGM and Awards

**Connor joined at 8:16am MT**

- **Update on Board Elections**
  - One of our candidates' reports being entered into the wrong voting bloc. Will follow up with them.
- Annual General Meeting Preparation
  - Committee reports and video clips for the AGM need to be submitted via their liaisons to the Chair.
- Board Meeting Schedule and Preparation
  - The Wednesday following the conference will be the first meeting of the new BOD
  - Bill will follow-up with the new ACCT attorney to see if they will be able to attend the first BOD meeting (this year, on 2/15), which has typically included a review of the Board's legal and fiduciary obligations

**ACTION ITEM** – Bill will prepare an updated plan for a staff workgroup that manages awards.

**Strategic Planning** (Carson & Bill)

<b>Motion:</b>	Approve the adoption of the 2022-10-05 ACCT Strategic Plan Action Items Worksheet
<b>Made by:</b>	Keith
<b>Seconded by:</b>	Billy
<b>Discussion:</b>	Timelines and roles have not been updated since the document's creation in September. The timelines shall be considered working timelines, which as we have already discussed, will need to be amended from time to time. Discussed the intent to approve this as a framework for BOD priorities moving forward, one that acts as a 'living' document.
<b>Vote:</b>	In Favor – Carson, Korey, Rohan, Billy, Connor, Jason, Keith, Erik Opposed – 0 Abstaining – 0
<b>Motion Carries:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

**ACC Leadership Transition** (Carson & Korey)



Our last meeting saw an introduction to Bee Lacy, the proposed incoming Chair of the ACC (Accreditation and Certification Committee).

<b>Motion:</b>	Move into closed session to discuss ACC Leadership transition
<b>Made by:</b>	Billy
<b>Seconded by:</b>	Connor
<b>Discussion:</b>	N/A
<b>Vote:</b>	In Favor – N/A Opposed – 0 Abstaining – 0
<b>Motion Carries:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Meeting moved to closed session at 8:50am Mountain Time.  
Meeting returned to open session at 8:57am Mountain Time.

<b>Motion:</b>	Confirm Bee Lacy as the incoming Chair of the Accreditation and Certification Committee.
<b>Made by:</b>	Korey
<b>Seconded by:</b>	Jason
<b>Discussion:</b>	This will be effective on or around 2/13/23 at the conclusion of the conference.
<b>Vote:</b>	In Favor – Carson, Korey, Rohan, Billy, Connor, Jason, Keith, Erik Opposed – 0 Abstaining – 0
<b>Motion Carries:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

**Bylaws Revision** (Carson & Bill): Reviewed projected next steps for this draft: Board Emeritus review, legal review, and a transition plan. Reviewed latest revisions. Discussed that there are still outstanding questions in the comment copy of the draft. Further discussed any roadblocks to move the draft forward for further review, and continued concerns.

**ACTION ITEM** – Bill will bring the current draft to our legal counsel for review

**Meeting Closing** (Carson)

<b>Motion:</b>	Motion to adjourn the meeting.
<b>Made by:</b>	Billy
<b>Seconded by:</b>	Connor
<b>Discussion:</b>	None.
<b>Vote:</b>	In Favor – N/A Opposed – 0 Abstaining – 0
<b>Motion Carries:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Meeting adjourned at 9:37am Mountain Time

# ACCT Strategic Plan

## FY 2023 through FY 2025

### Strategic Focus #1

### Leadership & Governance

(Policy, staffing, internal communications, budget, operations, industry trends and opportunities)

Goal  
Number Team (Lead in bold)

Goal

Number	Team (Lead in bold)	Goal				
1	<b>Board Chair</b> , Executive Board Members, Executive Director	Complete a governance review and formal approval of the ACCT Bylaws and Articles of Incorporation before February 6, 2023 conference. Develop, implement, and complete roll out plan by June 30, 2023.				
2	<b>Board Chair</b> , Executive Board Members, Executive Director	Complete a governance review, update, and formal approval of all credentialing policies by June 30, 2023.				
3	<b>Board Chair</b> , Executive Board Members, Executive Director	Complete a governance review, update, and formal approval of all standards development policies by September 30, 2023.				
4	<b>Board Chair</b> , Executive Board Members, Executive Director	Develop a plan for human resource capacity growth to support the strategic plan by April 15, 2023.				
5	<b>Board Chair</b> , Executive Board Members, Executive Director	Make and implement a plan to apply and maximize the use of available technology to serve the strategic plan and interaction with membership by the 2024 Conference.				
6	<b>Board Chair</b> , Executive Board Members, Executive Director	Commit to an annual membership survey to inform decision-making and focus of the Association starting fiscal year 2023.				
7	<b>Board Chair</b> , Executive Board Members, Executive Director	Develop a comprehensive strategy for increasing global membership by FY 2025 to increase membership through global outreach by XX%. (Growth amount to be determined by current member representation.)				
% done	Action Item #	Action Item	Owner(s)	Due By	Completed	Notes
100%	0	0.1 Complete Strategic Planning Session	Board	09/14/22	09/14/22	Strategic Plan Completion
100%	0	0.2 Finalize S.M.A.R.T. Goals and Initiate action items.	Board & ED	09/14/22	09/14/22	Strategic Plan Completion
100%	0	0.3 Review and recommend necessary action items, team and deadlines for each goal.	ED & Jolee	09/30/22	09/30/22	Strategic Plan Completion
100%	0	0.4 Present to the board for approval.	Board & ED	10/05/22		Strategic Plan Completion
0%	0	0.5 Board Discussion and approval	Board & ED	10/20/22		
0%	1	1.101 ED review and compile recommended changes to Bylaws and Articles of Incorporation. Share with Board Chair	ED	10/?/?/22		
0%	1	1.102 Board review and provide feedback.	Board	10/05/22		
0%	1	1.103 Get legal review of recommendations	ED	10/17/22		
0%	1	1.104 Board vote on final changes.	Board	10/19/22		
0%	1	1.105 Rollout: Prepare a one-sheet to help minimize questions during rollout events. Share with the Board, Board Emeritus, and PVM's	ED & Board Chair	11/30/22		
0%	1	1.106 Rollout: Set up host Q&A meetings with segments of membership base.	Board Chair and ED	11/30/22		Board Emeritus to start followed by PVM's. Other groups determined based on changes. Zoom call. Recorded and posted later.
0%	1	1.107 Rollout: Update and rollout one-sheet with all membership	ED & Board Chair	12/10/22		
0%	2	1.201 Pull together review team.	ED	12/31/22		
0%	2	1.202 Review existing documentation.	Review Team	01/30/23		
0%	2	1.203 Make sure that "criteria" are included in all accreditation and certifications programs.	Review Team	05/15/23		
0%	2	1.204 Review and provide recommended updates for each accreditation and certification	Review Team	05/15/23		
0%	2	1.205 Present recommendations to the board for review and approval.	ED and Board	06/30/23		
0%	3	1.301 Pull together review team.	ED	06/30/23		
0%	3	1.302 Review existing documentation.	Review Team	08/15/23		
0%	3	1.303 Make sure that "criteria" are included in all accreditation and certifications programs.	Review Team	08/15/23		
0%	3	1.304 Review and provide recommended updates for each standards/credentialing criteria.	Review Team	08/15/23		
0%	3	1.305 Present recommendations to the board for review and approval.	Review Team	09/30/23		

% done	Goal Number	Action Item #	Action Item	Owner(s)	Due By	Completed	Notes
0%	4	1.4.01	Needs assessment for human resources. Develop a growth plan for each year of the strategic plan to aid with budget planning.	ED	04/01/23		Included a blended marketing/sales function. See Actions 2.1.03 and 2.2.05 in Brand & Marketing.
0%	4	1.4.02	Present to the board for approval.	ED & Board	04/15/23		
0%	5	1.5.01	Review available technology and determine how and if to use it.	ED & Staff	01/31/24		
0%	5	1.5.02	Develop a plan for implementation to maximize resource utilization.	ED & Staff	01/31/24		
0%	5	1.5.03	Take technology not to be utilized off the budget. Cancel Contracts.	ED & Staff	01/31/24		
0%	5	1.5.04	Invest in any new technology that is identified as a solution.	ED & Staff	01/31/24		
0%	5	1.5.06	Rollout the changes to staff, volunteers and membership.	ED & Staff	06/30/24		
0%	6	1.6.01	Prepare a draft survey for board review.	ED & Staff	03/31/23		
0%	6	1.6.02	Board provide input and approval	Board	04/30/23		
0%	6	1.6.03	Issue the survey to membership.	ED & Staff	05/15/23		
0%	6	1.6.04	Compile results and share with the board with recommendations.	ED	06/15/23		
0%	7	1.7.01	Do a SWOT analysis in different regions to determine competition and opportunity.	ED, Board & Staff	03/31/23		
0%	7	1.7.02	Complete a membership by region review to compliment SWOT analysis.	ED, Board & Staff	03/31/23		
0%	7	1.7.03	Determine a % increase for goal based on outcome of review.	ED, Board & Staff	03/31/23		Update goal statement above with % increase.
0%	7	1.7.04	Establish and implement a plan based on outcomes from SWOT and member review.	ED, Staff	04/15/23		
0%	7	1.7.05	Host a new pilot event in Singapore to capitalize on demand in the region for programs.	ED & Staff	08/30/23		
0%							
0%							

ACCT Strategic Plan

FY 2023 through FY 2025

Strategic Focus #1

Branding, Marketing and Communication:

Goal Number	Team (Lead in bold)	Goal					
<b>1</b>	<b>ED, Staff &amp; Board, Marketing Work Group?</b>	Complete a branding review that includes a new organizational vision, update, and rollout by 2024 fiscal year end.					
<b>2</b>	<b>ED, Staff, PR &amp; Marketing Work Group</b>	Establish an annual marketing plan beginning FY 2023.					
% done	Goal Number	Action Item #	Action Item	Owner(s)	Due By	Completed	Notes
0%	1	2.1.01	Determine a budget for project. Include cost of agency and cost for material and tool updates and staff.	ED, Board	07/01/23		
0%	1	2.1.02	Identify an agency that we can work with for the Branding review. Use REP Process.	ED, Board, Staff	07/31/23		
0%	1	2.1.03	Determine who/how this will be managed going forward. Budget for any necessary staff.	ED	07/31/23		See action 1.4.01 in Leadership & Governance.
0%	1	2.1.04	Open discussion with the board to set ground rules for where ACCT wants to go before engaging an agency.	ED, Board	09/30/23		
0%	1	2.1.05	Do Brand Review with Agency assistance.	ED, Board, Staff, Members Focus group/committee	12/31/23		
0%	1	2.1.06	Review and approve revised branding guidelines.	ED, Board	12/31/23		
0%	1	2.1.07	Update and make necessary changes to current marketing and communications materials, forms, etc.	ED, Staff	03/31/24		
0%	1	2.1.08	Determine a brand roll out plan for membership and implement rollout. Share Brand guidelines with all impacted parties (volunteer groups, vendors, staff, members.)	ED, Board Staff	06/30/24		
0%	2	2.2.01	ED meet with PR & Marketing Committee to review strengths for support and implementation to engage with this goal.	ED & PR & Marketing Committee	6/30/23		
0%	2	2.2.02	Determine annual marketing and communications calendar for FY 2024.	ED, Staff, PR Mktg Committee	6/30/23		
0%	2	2.2.03	Determine annual marketing and communications calendar for last half of FY 2023.	ED, Staff	12/31/23		
0%	2	2.2.04	Determine what communication channels we are going to use each year.	ED, Staff	12/31/23		Use membership survey to determine what platforms members are on.
0%	2	2.2.05	Determine who is assigned or responsible for fulfillment. Who will provide oversight. Is budget required to staff this?		4/1/23		See action 1.4.01 in Leadership & Governance.
0%	2	2.2.06	Determine annual marketing and communications calendar for FY 2025.	ED, Staff, PR Mktg Committee	6/30/24		
0%							

Goal Number **1** Team (Lead in bold)

Goal

Increase revenue to satisfy the requirements of the strategic plan.

% done	Goal Number	Action Item #	Action Item	Owner(s)	Due By	Completed	Notes
0%	1	3.1.01	Review opportunities for income.	ED, Staff	06/30/23		
0%	1	3.1.02	Establish a plan and projected earnings for non-conference education.	ED, Staff	06/30/23		
0%	1	3.1.03	Create Tracking tools to monitor success.	ED, Staff	06/30/23		
0%	1	3.1.04	Roll-out plan and adjust as necessary.	ED, Staff	TBD		
0%							
0%							
0%							



Goal Number	Team (Lead in bold)	Goal	Owner(s)	Due By	Completed	Notes
1	<b>Board Chair, Board Members,</b> Executive Director	Establish member/constituent experience standards to be met by the association. Implement after bylaw revisions are in place.		01/30/23		
% done	Goal Number	Action Item #	Action Item			
0%	1	4.1.01	Establish plan after bylaw revisions are in place.			
0%						

Goal Number	Team (Lead in bold)	Goal						
1	<b>Board Chair</b> , Board Members, Executive Director	Generate \$150,000 net revenue from non-conference education by fiscal year end 2025.						
% done	Goal Number	Action Item #	Action Item	Owner(s)	Due By	Completed	Notes	
0%	1	5.1.01	Review opportunities for income.	ED, Staff	06/30/23		Have prepared for next budgeting process.	
0%	1	5.1.02	Establish a plan and projected earnings for non-conference education.	ED, Staff	06/30/23			
0%	1	5.1.03	Create tracking tools to monitor success.	ED, Staff	06/30/23			
0%	1	5.1.04	Roll-out plan and adjust as necessary.	ED, Staff	TBD			
0%								
0%								